

Implementation of Digital Transformation

Committee Personnel

Date of meeting 7 October 2016

Date of report 20 September 2016

Report by Assistant Chief Executive (Business Support)

1. Object of report

To advise members of a recent review of the focus and structure of the IT Department and the Business Improvement Team.

2. Background

Members will be aware of the Scottish Government's policy and strategy outlining the planned approach to be adopted by all public services towards digital transformation of services. This is aimed at ensuring all public services are customer focused while improving a customer focused, cost effective, technology driven delivery model.

SPT has already commenced, via the Business Improvement Team, work in this area. However, it was assessed if the approach was to be fully effective, that this required a full review of the approach and focus of the IT Department, with the aim of merging the two teams.

3. Current position

A Digital Transformation Strategy has been prepared, outlining what SPT is seeking to achieve, and the skills required to implement this.

As a result, and to ensure effective delivery of the plan, a review of the current skill base was conducted and subsequently revised roles proposed. A full staff consultation was conducted over the summer months, with recruitment following thereafter. The previous structure and revised structures are appended to this report. All consultation was undertaken in line with SPT's current process and policies relating to organisational review.

4. Conclusions

While the review was focused on realignment of skills and focus for future delivery, the staff numbers have also been reduced as the new approach should also produce staff savings from more effective ways of working. The equivalent of two FTE positions have been removed from the structure, with other positions changing in management reporting or job description activity and skills focus. A total of five staff (4.2 FTE) are currently deemed to be displaced at this time and SPT's normal policy of re-deployment, voluntary severance and displacement will operate during this period.

Agenda 5

5. Committee action

The committee is recommended to note:

- That a review of SPT's plans for digital transformation has resulted in the implementation of a new Digital Team being formed from the resources available from the IT Department and the Business Improvement Team;
- A reduction in the FTE headcount of two, and
- That all SPT policies and consultation processes were implemented in full.

6. Consequences

Policy consequences	<i>None directly.</i>
Legal consequences	<i>None directly.</i>
Financial consequences	<i>Saving of 2 FTE.</i>
Personnel consequences	<i>A reduction in headcount and full compliance with all SPT reorganisation policies.</i>
Equalities consequences	<i>None directly.</i>
Risk consequences	<i>None directly.</i>

Name Valerie Davidson

Title **Assistant Chief Executive
(Business Support)**

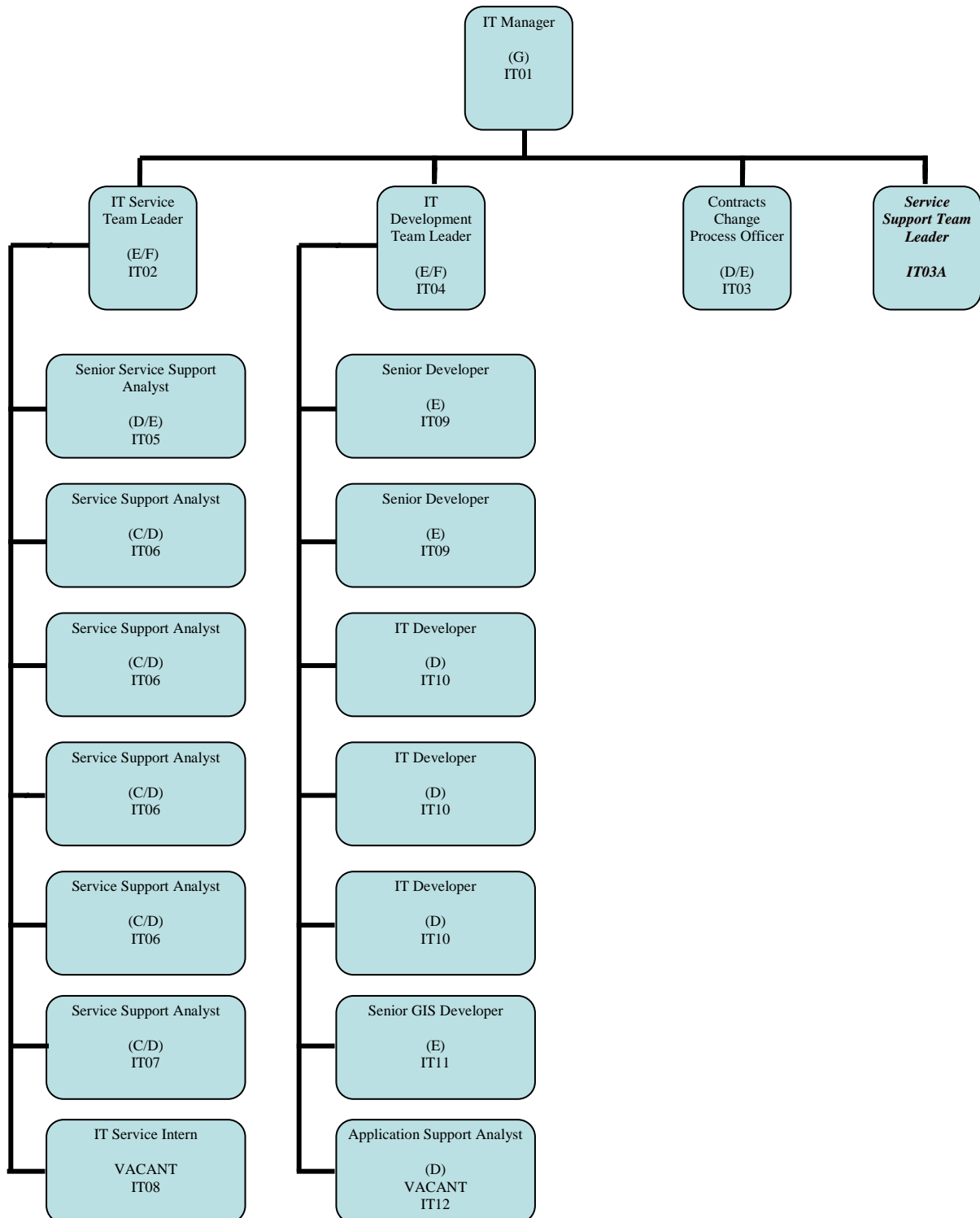
Name Gordon MacLennan

Title **Chief Executive**

For further information, please contact *Valerie Davidson, Assistant Chief Executive (Business Support)*, on 0141 333 3380.

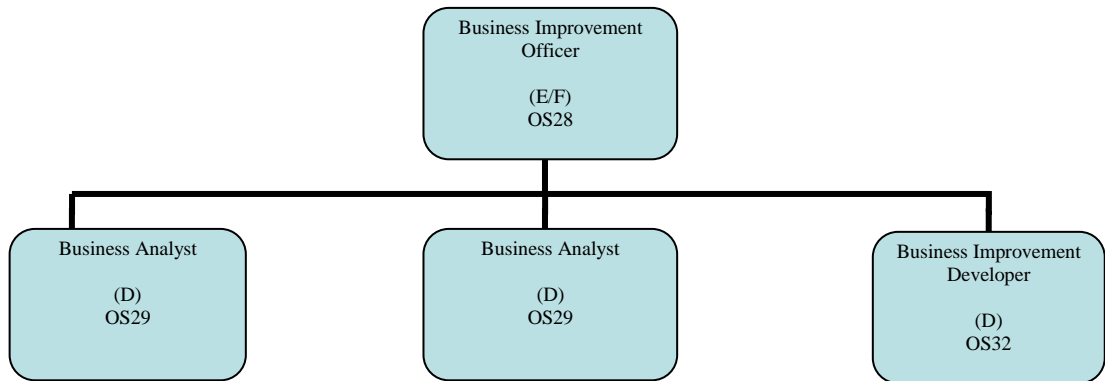
Appendix 1

Previous Structure - IT



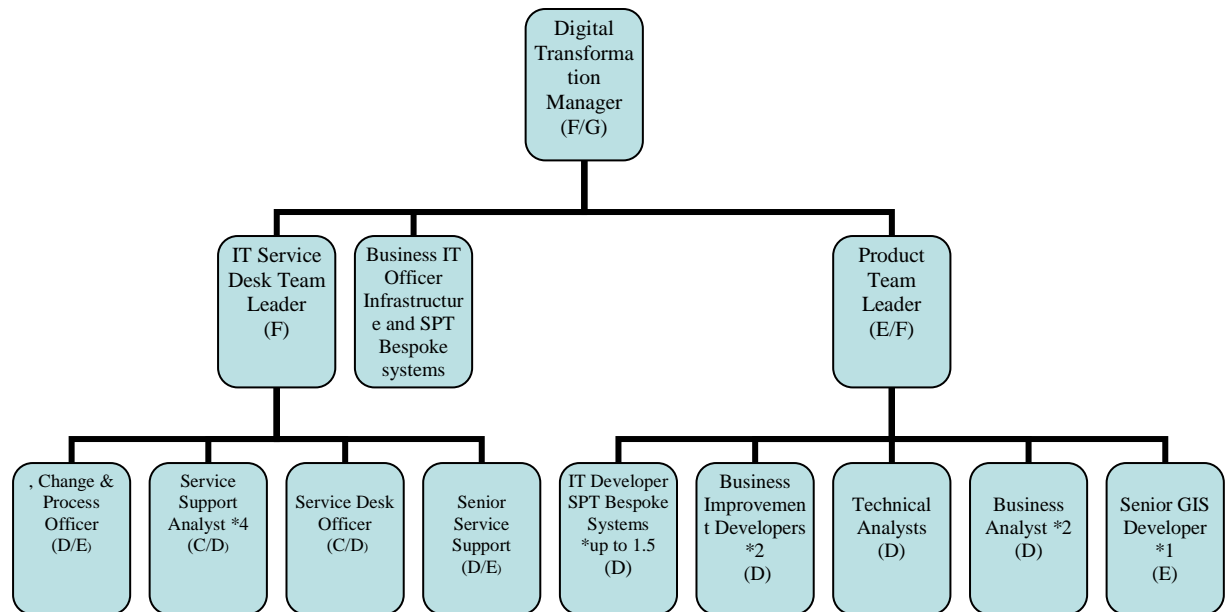
Appendix 2

Previous structure - Business Improvement



Appendix 3

Proposed revised structure



FTE = up to 18.5

Functional Areas	Functions Areas
<p>Systems Support including:</p> <ul style="list-style-type: none"> • Provision of advice to all SPT staff and depts. on technology issues • A single point of contact for all incidents and requests • Maintenance, implementation and development of professional standards and procedures for all IT projects and data handling • Maintenance of back ups and archive of data • Incident Management • SPT Bespoke system maintenance and management of bespoke code base and databases • Management of on premise datacentres and associated infrastructure and networks • Management of all IT Contracts 	<p>Digital Strategy and Road map development and Planning including:</p> <ol style="list-style-type: none"> 1. Developing capability 2. Service and Business Process Re-design 3. Lead paper light office 4. Technical Project Delivery for all SPT 5. Development and assessment of digital business case on a project basis 6. Implementation of Digital transformation governance, controls 7. New System development based on consistent standards and platforms 8. Integration and collaboration with other agencies 9. New system feasibility and procurement.